



# **ACT Government | HRIMS Program**

## **Program Review**

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## **1. Executive Summary**

### **1.1 Purpose**

The purpose of this report is to outline the key findings and recommendations resulting from the review of the ACT Government's Human Resource Information Management Solution (HRIMS) Implementation Program (the "Program"), conducted from December 2021 to February 2022 at the request of the ACT Government Executive.

### **1.2 Background**

ACT Government's Digital, Data and Technology Solutions group (formerly Shared Services) caters for the provision of Payroll and HR services for approximately 25,000 employees spread across eighteen Directorates and Agencies. Given the complex industrial landscape, many EBA/Awards and hundreds of classifications, several unique challenges are faced during the provision of HR services.

The Territory does not currently have a Whole-of-Government (WhoG) HRIMS that adequately meets the needs of the Directorates or their diverse range of business units. Shared Services, CMTEDD currently utilises Chris21, an aging Tier 2 system introduced from 1 July 2005 with limited Human Capital Management (HCM) functionality, as the default business system. Chris21 is supported by multiple customised programs that increase the risk of system failure. System modernisation is needed to overcome the capability and functional limitations inherent to the current system (Chris21).

Current business processes have evolved independently within Directorates, requiring significant manual workaround to harmonise payroll and HR data. Maintenance of the current system and environment is increasingly expensive and relies on limited specialist staff with unique skills to maintain. Coordination and implementation of legislation, policy and process changes in the current systems require significant effort and manual workarounds, increasing effort, time, cost as well as the risk of incorrect data in the process.

The Program, incepted in 2017, is a significant program of change for the ACT Government (the "Territory"), seeking to address these issues through the implementation of a new Human Capital and Payroll system, SAP SuccessFactors.

The HRIMS Program seeks to uplift and integrate Human Capital Management and Payroll into one optimised solution that will increase efficiency, improve service delivery, reduce system failure, and increase human capital functionality, allowing the Territory to take a more strategic approach to manage its human capital.

To implement HRIMS, Ernst and Young (EY) have been appointed as the Solution Implementation (SI) partner, and RXP (acquired by Capgemini) are facilitating the data migration workstream activities and deliverables.

The HRIMS implementation program was executed in partnership with the SI in April 2019, milestone based and fixed price across 3 Releases (Release 1 the initial focus, and Release 2 and 3 once Release 1 was nearing completion).

### **1.3 Current State**

The Program's status is that Milestones 1 to 5 have been accepted, some with conditions. Milestone 6 still has some incomplete elements leading to the Territory withholding its acceptance. There are still several issues relating to the build acceptance, and relevant testing requirements that are yet to be completed before Go Live for Release 1 could be considered. Release 2/3 were initiated however, noting dependencies on Release 1 outcomes, this has now been paused.

The HRIMS Program is undertaking a reset to the program. The intention of the reset is to re-baseline the program structure and roles, commercial / contractual approach, system requirements and detail how business requirements will be met in the design and build.

As part of this reset, ACT Government Executive have requested a review to investigate what has occurred through the Program, and, seeking informed recommendations on the best approach to move the Program forward. Deloitte was engaged in mid-December 2021 to undertake the program review, providing an independent perspective as to underlying issues, and what further work is required to deliver on Program outcomes. Actionable insights and recommendations to inform a potential future approach to market for services to complete delivery of the Program have also been provided as part of this review.

## 1.4 Review Approach

The review was conducted using Deloitte's Program Assurance Framework. This framework is built on a foundation of Deloitte's Program Management Framework, which draws upon PRINCE2™, MSP™ and Agile methodologies and outlines eight core elements of program management that are key to successful delivery. Each element was considered as part of the review of the Program, and findings and recommendations were made based on a comparison to generally accepted better practice and experience of previous programs of a similar nature. In addition, the delivery team reviewed technical aspects of the Program such as requirements gathering, testing and SAP-specific implementation considerations. As such, findings and recommendations are made across ten aspects (some of which have been combined for report brevity):

1. Governance and reporting
2. Stakeholder engagement and alignment
3. Blueprint design and delivery
4. Outcomes and benefits management
5. Schedule and dependency management
6. Risk and issue management
7. Quality management
8. Build quality

This review does not include an assessment of the technical solution; a separate "as-built" review of the delivered solution was conducted by the Territory and results of that review have been considered for the purposes of this review.

Throughout the course of the review, guidance was taken from Program stakeholders through interviews to identify areas for subsequent detailed analysis and review of related Program artefacts. 44 Program stakeholders were interviewed in 25 sessions and approximately two hundred program artefacts were reviewed in the discovery phase of our review. Findings and recommendations were developed through an iterative process with Territory stakeholders across a four-week period from 16<sup>th</sup> December 2021 to 4<sup>th</sup> February 2022. Full details are included in Appendix 3.3 - *Documents Reviewed* and 3.4 - *Stakeholders Interviewed*.

## 1.5 Priority Observations and Themes

A total of 34 recommendations are provided in the review, of which 18 are classified as "High" impact. High impact recommendations are those which should be implemented as a matter of priority, and that are fundamental to delivering outcomes and moving the Program forward.

Several priority themes have been identified across the recommendations, outlined below:

### **a. Stakeholders across Directorates must be engaged to support alignment of business processes**

Successful delivery of an SAP Human Capital and Payroll transformation for WhoG, with large-scale and complex industrial mechanisms requires significant focus on harmonisation and optimisation of

business processes. The intent for the Program to deliver harmonised and standardised business processes is reflected in several documents, both within Government as well as in broader market engagement materials.

The stated objective of the Program is to “uplift and integrate Human Capital Management and Payroll into one optimised solution that will increase efficiency, improve service delivery, reduce system failure, and increase human capital functionality; allowing the Territory to take a more strategic approach to manage its human capital”. The strategic intent to develop future state processes to provide common and standardised organisational business practices and WhoG HR and Payroll operations is articulated in a number of key artefacts:

1. 2019-2020 Budget HRIMS Business Case document, approved by Government.
2. Benefits Case for the HRIMS to support the Program’s Second Pass (Stage Gate) submission to Cabinet.
3. November 2017 approach to market Request for Procurement documentation (“Current HRMS Environment”).
4. Business Blueprint documentation prepared during the Explore phase of the Program.
5. Contract documentation including Statements of Work and related Annexures established with the SI.

Business Blueprint documentation, an outcome of a series of process workshops carried out jointly with the SI, was a fundamental SI deliverable in the Explore phase of the Program. A high volume (2739) points of feedback were received across Directorates in relation to the Blueprint documentation at this stage in the Program. 23% of these resulted in updates to the design documentation, with half of these being changes to wording or phrasing. The high number of points of feedback, together with the high failure rates experienced in the User Acceptance Testing (“UAT”) indicate that target state processes were not completely reflective of business requirements or stakeholder expectations (noting that a number of other underlying factors also contributed to low UAT acceptance rates as detailed in this report).

It was agreed that the SI would continue to work with the Territory Program team and business stakeholders to resolve outstanding matters relating to process and policy. In February of 2020 the Steering Committee noted the associated risk of continued concurrent design and build activities until they were fully completed and reconciled. The Steering Committee provided approval for Milestone 2 in March 2020, and agreed to progress to the Realise phase of the Program, with the understanding the SI would concurrently continue to update the Blueprint documentation in an iterative manner. However, following endorsement of the Business Blueprints, changes to the Blueprint processes were included as decisions/change requests in Addendums by the SI. Consequences of not this work not having been addressed manifested in unclear requirements, defects being raised and Program delays.

The development of robust, agreed business requirements is essential to ensure that the solution is fit-for-purpose. A business transformation program of this scale and complexity requires upfront work to align and unify legacy business processes, define business outcomes and scope (with clear roles and responsibilities). To move towards a WhoG unified model, we recommend that the Territory works with the Directorates and stakeholders to undertake the following:

- Prioritise stand-alone business-critical processes which will drive greatest benefits.
- Refine / build current and future state process documentation for these processes, with input and endorsement from Directorates.
- Perform a gap analysis between the existing built solution (not yet in production) and the agreed future state processes.
- Develop a clear methodology to resolve these gaps either through a business or technological change.

This work should prioritise the alignment of business processes across Directorates and limit required customisations in the SAP solution to capitalise on the existing investment and build the

right foundation for future work. We recommend this work is undertaken using an iterative methodology to maximise the realisation of benefits within the remaining Program timescales, which currently run until end of financial year 2023.

Given the Steering Committee's approval of the Program reset in August of 2021, and the need to undertake further work to assess built solution gaps and refine target state business requirements, the likelihood of the Programs ability to deliver within the existing timeline and funding envelope is low. We recommend that as part of the reset, the Program business case is revised to incorporate adjusted estimates to accommodate the additional process work which is required, and to support dedicated business process ownership roles within the Program team to drive this work. A prioritised gap analysis will inform more detailed estimates for the additional timeline and resources required to complete delivery of the Program.

Forming a clear and aligned view of the future state journey maps / processes and associated business requirements will be an important step for the Territory to take to manage risks associated with engaging a service provider to complete delivery of the Program. Vendors may price risk into their responses given the inherent complexities in taking on delivery of a partially built solution. A clearly articulated view of future state processes and requirements will mitigate these risks by ensuring a shared understanding between the SI and the Territory of the future state to be delivered.

**b. The Program Governance model requires improvements to support more effective decision-making, drive delivery and engagement**

Effective Program governance provides a framework for decision-making throughout the program lifecycle. It establishes processes and a structure for communication, implementation, monitoring, to ensure adherence to policies and better practices. It provides oversight and control to ensure that the program's goals and objectives are aligned with those of the Territory.

***Program Management Office:***

For a Program Management Office ("PMO") to effectively support a Program governance model it must drive decision-making mechanisms and assign decision-making authority and accountability. A PMO should also ensure governance tools, techniques, and processes are in place. To support the Program's governance forums in their oversight of the schedule, milestones, and contract execution, we recommend specific and dedicated roles need to be established within the PMO; additional resources may be required to fulfil these responsibilities (An outline of this structure is included in Appendix 3.8 - *PMO resourcing benchmark*):

- Master Scheduler
- RAID manager
- Quality manager

We recommend the PMO is led by the overall Program Manager ("PM"), who has overall accountability for the execution of the Program. The role of the PM in a Program of this nature is critically important and should include the following core capabilities:

- Experience in managing and implementing large HRIS transformation programs in complex, multi-jurisdictional contexts
- Interpersonal and leadership skills, including the ability to influence and drive productive development teams and stakeholders at all levels
- Sound knowledge of a variety of project management and agile practices, tools, software, and processes
- Experience managing external supplier relationships in programs of a similar nature
- Commercial and operational acumen

The Territory should assess the capabilities of PM candidates as part of the reset and ensure a suitably experienced candidate is designated for this crucial role going forward.

### ***Governance Model:***

The current governance model has been in place since Q4 of 2021. It includes a Program Steering Committee and a Sub-Committee focused on evaluation of design decisions. Structurally, the current model is appropriate for a Program of this nature with regards to providing a framework for hierarchical decision-making and strategic evaluation of design decisions. There remains opportunity for the operations within those forums to be more effectively managed to control the materiality of issues and decisions which are escalated to each:

- Data indicates that the materiality of decisions escalated through various forums needs review. The review noted several design decisions were made in the (legacy) design council, which have significance on overall Program milestones, and as such should have been escalated to the steering committee.
- It was also noted that there were matters presented to the steering committee that were potentially resolvable at lower-level forums. Therefore, a review of the model to get optimum balance in place is important to ensure ongoing alignment of the Program with Territory goals.
- Program benefits were not consistently considered as part of the Steering Committee agenda or as part of the evaluation of decisions required.

Inconsistencies were noted in the levels of attendance and engagement across the Directorates in Steering Committee meetings. Steering Committee minutes highlighted a prevalence of extended discussion and a tendency to defer decision-making. Whilst we note it is not the responsibility of the Program to do so, we recommend as part of the reset a refresher session is conducted to ensure all governance committee members have a shared and consistent understanding of their role and responsibilities in relation to the governance of the Program, as well as the outcomes to be achieved. In addition, an increased focus on stakeholder engagement across governance representatives is required to ensure adequate buy in and engagement.

### ***Integrated Planning:***

Accountability for the creation and ongoing maintenance of the project schedule was not clearly defined throughout the Program. In addition, the schedule, and Program Management Plan (PMP) have not been ratified or formally approved by Territory stakeholders, following development in isolation by the SI.

The development of the schedule took place without input from key Program stakeholders (such as the Change stream), and as a result remained unvalidated until September 2021, at which point the Program reset was instigated. It was also noted that the schedule is not maintained on the Territory program management platform (ServiceNow), as a result the Program schedule and associated PMO artefacts are not in adherence to the Territory standards and schedule management is conducted manually.

It is critically important that the Program re-baseline and align on the schedule with stakeholders as part of the reset. This must include detailed identification and analysis of program dependencies across various workstreams. The Program schedule should be maintained in the Territory ServiceNow instance to reduce administrative burden and version control issues and increase connectivity across the Program. Program status updates should be provided to clearly allow for tracking of progress against the baselined schedule as part of better practice governance.



### **Program Stage Gates:**

Whilst a Stage Gate process exists to govern acceptance of Program deliverables and the release of commercial payments in line with the SI contract, to date it has not been effectively utilised to maintain control of the Program and monitor deliverables.

Conditional acceptance of deliverables resulted in only 19% of conditions being met in later milestones until the program was paused at Milestone 6. Review of Steering Committee minutes noted that acceptance was based on an understanding that "... *the implementation methodology allows for further inclusion of requirements and refinement of the design through a series of iterations*". We recommend the existing Contract Manager role is embedded within the PMO for greater connectivity and visibility of SI deliverables and to support rigorous follow up on conditional acceptance items as well as points of feedback throughout the design process.

We recommend as part of the Program reset increased focus should be given to refining and uplifting the program governance to support effective and efficient decision-making and escalation. This will also ensure that contract execution, schedule, milestones, and deliverables are on track with clear lines of communication and escalation.

#### **c. The design, build and testing of the solution should move to an iterative approach to support earlier realisation of benefits and earlier detection of risks and issues**

The intent of the Program, outlined in the Program Management Plan ("PMP") was for the solution development to be undertaken in a hybrid approach, incorporating elements of both Waterfall and Agile approaches. This intent was articulated in several key artefacts throughout the life of the Program. The review noted that the process the SI followed in the development and testing of the solution was more closely aligned with a traditional Waterfall approach, as opposed to a hybrid or iterative approach. As a result of this, refinements to Blueprint documentation and subsequent user testing were undertaken late in the Program lifecycle, resulting in delays in the identification of design and build issues as well as issues in UAT.

An iterative approach with a pilot working solution as a starting point in the design and build of a complex solution typically leads to earlier detection of risks and issues. An iterative approach also supports greater solution usability and provides a clear path for design improvements in the development process. The use of automated unit and functional testing in iterative solution development provides valuable data points which can be used to validate the design and build throughout the development lifecycle, ensuring the solution is fit-for-purpose.

We recommend revisions to both the Program delivery and testing approaches to deliver on Program outcomes:

- Prioritise stand-alone business-critical processes which will drive greatest benefits and following a gap-fit analysis, progress to an iterative development of the solution for these processes
- Support a more iterative phased solution delivery approach to mitigate the risk associated with a big bang go-live/cutover approach
- Support early and frequent testing, preferably in an automated manner, to validate the design and build with each iteration
- Ensure that the target solution delivers the business outcomes and is fit-for-purpose, and
- Allow the Program to course correct early if the solution doesn't deliver intended requirements.

## **1.6 Summary**

A Program of this nature is complex and requires a close working relationship with the integration partner, robust governance, clarity of strategy and a continuous focus throughout the cycle of

execution. Strengthening the Program in the areas of governance, PMO capability, and optimising the delivery process (being more iterative), will benefit the Program as it moves forwards.

To support the delivery of a whole-of-Government operating model, enabled by SAP, an elevated focus on change management and executive sponsorship of the simplification and standardisation agenda will be required. A replan and revalidation of the budget and associated business case will be required to support a clear path forward, taking into consideration the modifications to the delivery approach recommended in this review.

## 1.7 Recommendations

The table below is a summary of our recommendations, outlined in detail in the *Detailed Findings and Recommendations* section.

Priorities are ranked according to the below:

- **High** – recommendations in response to significant program issues that should be actioned within 3 months to enable program turnaround
- **Medium** – recommendations that should be actioned within 6 months to improve processes in line with better practice
- **Low** – action that should be taken within 12 months to support a broader uplift in program management

Topic	Recommendation	Priority
Governance & Reporting	<b>Develop an integrated program organisation structure where the SI and the Territory work as partners and “one team”</b> , in program design, delivery and reporting.	High
	<b>Increase buy-in from the integration partner to share in the risk and reward of the Program</b> through partnership contracts (outcome based), and revision of the procurement strategy.	High
	<b>Apply cost-benefit and risk analysis, aligned with the Program objectives, to all major decisions for the Program.</b>	High
Stakeholder Engagement and Alignment	<b>Steering Committee reports should represent an up-to-date and transparent status of the Program</b> , based on a standard ACT format. Custom formats and data sources are inefficient and should be avoided.	High
	<b>Prioritise and action the changes identified for the Directorates in the Business Readiness Trackers.</b>	High
Blueprint Design and Delivery	<b>Prioritise and develop current state business</b> processes, and corresponding future state process, signed-off by the Directorates. Perform a fit-gap analysis on the solution built by the SI with the target state. Focussing on maximizing the benefits and cost-effectivity resolving the gaps, create a Directorate’s agreed target state business process.	High
	<b>Develop prioritised target state process documents / requirements</b> that are strategically segmented to deliver standalone process components that can be shipped to production. Purpose of these documents will be to clearly articulate the high-level requirements, and the associated acceptance criteria.	High

Topic	Recommendation	Priority
Outcome and Benefits Management	<b>Validate, align, and agree on benefits across the Program</b> (relevant to all Directorates and across Government) to align stakeholders on the Program objectives and outcomes.	High
	<b>Introduce a benefits management plan and benefits tracker</b> to monitor how outcomes are affected by program decisions (e.g., what impact key risks and issues such as schedule delays or design changes may have on program benefits).	High
Schedule and Dependency Management	<b>Re-baseline and agree the Program schedule and dependencies in a single integrated plan</b> through a series of dedicated workshops to ensure the schedule is realistic and updated following the Program reset. This must include detailed identification and analysis of program dependencies across various workstreams.	High
Risk and Issue Management	<b>Articulate and agree accountability for risk and issue management</b> to maintain Territory oversight of program blockers.	High
	<b>Allocate dedicated roles and uplift resourcing within the PMO</b> to adequately cover key areas of program management, including specific roles below: <ul style="list-style-type: none"> <li>• Risk/RAID Manager</li> <li>• Quality Manager</li> <li>• Benefits management support</li> <li>• Master Scheduler</li> <li>• Change Manager (depending on future resourcing of Business Readiness stream)</li> </ul> Note – dependent on future SI involvement.	High
	<b>Implement dedicated risk and issue management workshops</b> to deep dive on priority risks and issues and effectively plan treatment.	High
	<b>Implement status reporting to inform governance forums of priority items</b> , provide updates on progress and clearly articulate where decisions are required to resolve key blockers and keep delivery on track.	High
Quality Management	<b>The Contract Manager must be empowered to manage the performance of suppliers</b> with Executive support and authority over evaluation of contracts, including regular performance management meetings mandated as part of the contract and the appropriate authority to take corrective action to improve delivery quality, such as suspended payments.	High

Topic	Recommendation	Priority
Build Quality	<b>Recast the UAT test scripts to align with the finalised business requirements.</b> Clear and simple requirement mapping for each test case should be developed. Avoid ambiguity of test case mapping to entire blueprint sections.	High
	<b>Perform resource planning, training, and support for UAT testing.</b> The testing team should co-ordinate with the Program manager to incorporate test planning and dependencies in the Master schedule.	High
	<b>Dedicate users from the Directorates to support the Program during the build and test phases.</b> As the next phases of the program should consider cross-functional teams (discussed in previous sections), Directorates should plan and commit to the FTE requirements for the Program.	High

## 2. Detailed Findings and Recommendations

This section includes findings relating to key issues and opportunities faced by the Program and recommendations for remedial actions necessary for Program turnaround. These findings and recommendations have been made in line with Deloitte's Program Management Framework – details of which are available in Appendix 3.1 - *Scope and Approach*.

### 2.1 Governance and Reporting

#### 2.1.1 Governance Structure

What needs to go right?	<ul style="list-style-type: none"> <li>An effective governance structure exists which represents all the key stakeholders and actively manages the success of the overall Program.</li> <li>A clear and effective program organisation with clearly defined roles, accountabilities and responsibilities, management structures and boundaries.</li> <li>Territory-wide commitment to a clear and sustainable end-state vision.</li> </ul>
What did we observe	<p><b>Finding: <i>Current</i> governance structures have the right framework to make the decisions for the Program.</b></p> <p>At program execution the primary governance forums were: Steering Committee, Program Board, and Design Council. Relevant senior users from each of the Directorates were invited in these forums to support the Program in making critical decisions and achieving desired objectives.</p>

- During 2020, only four decisions were made by the Steering Committee, all related to the SI deliverables. Review of the Decision Register across the 2020 period indicated that most decisions were made by the Design Council and presented to the Steering Committee for endorsement.
- Terms of Reference (ToR) state that the Chair of Design Council has final authority for program decisions and “*areas of disagreement*” to be reported/escalated to the Program Board.
- The review noted several design decisions were made in the (legacy) Design Council, which have significance on overall Program milestones, and as such should have been escalated to the Steering Committee. It was also noted that there were matters presented to the Steering Committee that were potentially resolvable at lower-level forums. A review of the governance model to get optimum balance in place is important to ensure ongoing alignment of the Program with Territory goals.
- In February of 2021, the Program Board meetings were made redundant, and in the last quarter of 2021 a Sub-Committee was formed to replace the Design Council. Structurally, the current model is appropriate for a Program of this nature with regards to providing a framework for hierarchical decision-making and strategic evaluation of design decisions:
  - Sub-Committee ToRs highlight an increased focus on achieving consensus-based decisions and clear guidance on issue escalation,
  - CDO as Chair of the committee is strategically well placed to enforce the ToR and achieve the desired design and scope related decisions

**Finding: Program leadership was shared between the SI Program Director and the Territory Program Manager**

- The *Implementation Partner team structure* and *Strategic Business Branch Org Chart November 2020*, note that the Program was delivered jointly by the SI and Territory teams.
- These two teams worked closely throughout the duration of the Program and had distinct responsibilities with respect to delivery and benefit realisation. The responsibilities for several deliverables were shared as is noted in *Statement of Work – Attachment C – Deliverables Matrix\_FINAL*.

The SI team was led by the Program Director, whilst the Territory team was led by the Program Manager, each having a corresponding underlying reporting structure. However, no formal reporting lines exist between the two teams. Consequently, the Territory experienced challenges in managing the deliverables of the SI on a day-to-day basis and did not have the ability to have end to end supervision or control of the Program.

We recommend that the Program is led by an overall Program Manager (“PM”), who has overall accountability for the execution of the Program. The role of the PM in a Program of this nature is critically important and should include the following core capabilities:

- Experience in managing and implementing large HRIS transformation programs in complex, multi-jurisdictional contexts
- Interpersonal and leadership skills, including the ability to influence and drive productive development teams and stakeholders at all levels



	<ul style="list-style-type: none"> <li>• Sound knowledge of a variety of project management and agile practices, tools, software, and processes</li> <li>• Experience managing external supplier relationships in programs of a similar nature</li> <li>• Commercial and operational acumen</li> </ul> <p>The Territory should assess the capabilities of PM candidates as part of the reset and ensure a suitably experienced candidate is designated for this crucial role going forward.</p> <p><b><i>Finding: Major program decisions should be informed and supported by appropriate data and analysis.</i></b></p> <p>The Decision and Action register notes the following decision made by the Steering Committee, regarding the ownership of risk: <i>"DN20200529-01 - Members agreed to the approach for the Implementation Partner to progress the integration build activity through iterative parallel development against the Territory's detailed requirements, whilst reserving the right to reject the proposed solution should it not meet the acceptance criteria after testing by business. There needs to be clear acceptance of the technical and business solution."</i> Whilst such decisions are critical for the Program to move forward, meaningful cost-benefit and risk analysis must be included to support a well-informed decision.</p> <p>Meeting minutes of the Design Council highlighted that alignment with costs, benefits and overall objectives for proposed solutions was not considered by the SI as part of the recommendation process. Endorsement of such decisions without appropriate cost-benefit or risk analysis can pose significant risks to the Program.</p>	
These can be addressed by...	<b>Develop an integrated program organisation structure where the SI and the Territory work as partners and "one team"</b> , in program design, delivery, and reporting. Consider building cross-functional teams for solution implementation, involving technology, business, and Program support. Such a team structure would positively influence collaboration and participation across Program streams and Territory stakeholders. The overall program should be led by an experienced and senior Program Manager, whose primary responsibility is to supervise and control the program to achieve the desired objectives.	High
	<b>Increase buy-in from the integration partner to share in the risk and reward of the Program</b> through partnership contracts, and re-thinking the procurement strategy.	High
	<b>Apply cost-benefit and risk analysis, aligned with the Program objectives to all major decisions for the Program.</b> Such a data will encourage objectivity and guide the rationale in decision making.	High

### 2.1.2 Program Leadership

What needs to go right?	<ul style="list-style-type: none"> <li>• Each member in the governance forums understands their roles and responsibilities.</li> <li>• Members are motivated to achieve the program goals.</li> <li>• Governance committee members feel sufficiently engaged in the program.</li> <li>• Feedback from stakeholders is acted upon by the Program team.</li> </ul>
What did we observe	<p><b>Finding: An increased focus on stakeholder engagement is required with Steering Committee members</b></p> <p>Roles and accountability of the Steering Committee, Program sponsor, and SC members have been clearly articulated in the ToRs, including “being genuinely interested in the initiative and the outcomes being pursued in the Program”.</p> <p>SC meeting notes from the period Q4 2019 to Q4 2020 were analysed for attendance and contributions, and the following was noted:</p> <ul style="list-style-type: none"> <li>• Representatives of CSD and ED attended less than 50% of the Meetings,</li> <li>• CMTEDD and JACS made contributions in most meetings, followed by TCCS.</li> </ul> <p>It is worth noting that a quantitative measure of contribution does not convey whether the nature of the contribution made was constructive. However, given that the Program status was noted as “Amber” throughout 2020 and subsequently “Red” by May of 2021, greater overall contribution would typically be expected.</p> <p>A potential contributing factor to engagement levels noted in the review was the nature of the materials provided to the Steering Committee and the associated materiality of items escalated to the Committee for discussion and resolution; materials did not show a clear view of progress against the integrated plan critical path or a transparent view of critical risks, issues, or associated decisions to be made.</p> <p>In addition, each Directorate has their own unique set of guidelines outlined in their Enterprise Bargaining Agreements (EBA’s) and legislative conditions. The change implications of the Program vary in scale with respect to both benefits and risks across the Directorates, as evidenced in <i>D35.Attachment One_Detailed Change Impact Assessment_V0.05_FINAL TO CLIENT</i>.</p> <p>Variance in the levels of engagement of SC members across Directorates increases the risk that Directorate-specific considerations are not provided in decision-making process and that there is a lack of buy-in and support for the change.</p>
These can be addressed by...	<p><b>As part of the Program reset, conduct a refresher session for Steering Committee members</b> to ensure there is a clear and consistent understanding of their responsibilities as part of the Program Governance as well as an understanding of overall Program outcomes/benefits and required level of commitment from the Directorates to achieve Program outcomes.</p>

Medium



## 2.2 Stakeholder Engagement and Alignment

### 2.2.1 Program Vision

What needs to go right?	<ul style="list-style-type: none"> <li>The case for change provides a shared understanding of the program's outcomes and objectives.</li> <li>Clearly articulates the future state the Program will deliver and the benefits it will provide.</li> </ul>
What did we observe	<p><b>Finding: <i>The Program lacks a clear case for change to drive buy-in from stakeholders</i></b></p> <p>The strategic vision of the Program detailed in the baseline scope notes the following objectives:</p> <ul style="list-style-type: none"> <li>Improve process efficiency</li> <li>Improve Service Delivery Model for HR and Payroll</li> <li>Streamlined and harmonised business process across all Directorates</li> <li>Single source of truth</li> <li>Increase self-service functionality and automation of routine HR processes</li> </ul> <p>Whilst this vision clearly states the Program objectives, it does not reflect the primary user and stakeholder needs that will be addressed by the future state of the solution, or the features and capabilities that the solution will provide to meet those needs.</p> <p>Absence of a clearly articulated case for change can result in gaps in stakeholders understanding of Program objectives, planned benefits and ultimately impact their level of engagement and buy-in to the Program. The October 2021 Steering Committee "Have your say" survey the following data points were noted in relation to Committee stakeholder feedback:</p> <ul style="list-style-type: none"> <li>70% of the members understand the objectives of the Program,</li> <li>50% clearly understand the benefits, and</li> <li>40% understand their role in the governance of the Program</li> </ul> <p>A shared and consistent understanding across governance stakeholders of their role and responsibilities in relation to the governance of the Program, as well as the outcomes to be achieved is crucial to ensure effectiveness of broader governance decision making as the Program processes.</p>
These can be addressed by...	<p><b>Develop a clear case for change for the Program. This should be based on the</b> initial objectives identified in the business case and be developed to include business benefits and impact. This understanding should guide major design decisions at the Steering Committee, Sub-committee, and other downstream governance forums.</p>

Medium

	As noted in point 2.1.2: Whilst we note it is not the responsibility of the Program to do so, we recommend as part of the reset a <b>refresher session</b> is conducted to ensure all governance committee members have. In addition, an increased focus on stakeholder engagement across governance representatives is required to ensure adequate buy in and engagement.	
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## 2.2.2 Stakeholder Engagement

What needs to go right?	<ul style="list-style-type: none"> <li>The Program has collaborated with the stakeholders throughout the life cycle of the program.</li> <li>Stakeholders feel engaged with the Program.</li> </ul>
What did we observe	<p><b>Finding: Steering Committee materials did not provide sufficient details to enable the required support and guidance from Committee members.</b></p> <p>The SI used their own program templates for all executive reporting, rather than following the ACT reporting standards. Due to issues in alignment, at a later stage of the Program, the SI and Territory teams reported on the status report separately. For a Program of this nature, integrated and transparent status reporting, clearly showing interdependencies across the component parts of the Program (and linkage to critical path) is crucial to support effective program management.</p> <p>It was noted in the August 2020 SC meeting minutes that the following action was to be taken:</p> <ul style="list-style-type: none"> <li>"AI20200730-02: The Program Team to provide a daily update on the progress of open build items. Build closure updates provided to the HRIMS Steering Committee Chair on a bi-weekly basis".</li> <li>"AI20200831-01 - Add risk ratings, treatment dates and effectiveness to risks and issue reporting cover" .</li> <li>As per SC Agenda item 2 Attach B Actions Decisions Register 20210226_V0.1 the above actions were closed by the Program in July and September respectively, which indicates a level of promptness from the Program in closing these actions from SC.</li> </ul> <p><b>Finding: The Program did not maintain a strong stakeholder relationship with the Directorates</b></p> <ul style="list-style-type: none"> <li>During the Explore phase of the Program, the SI was required to conduct workshops with the stakeholders to build the Business Blueprints which document the desired future state harmonised processes. The review noted that whilst the Territory had prepared target state process documentation, which documented the desired future state processes, these documents were not considered or used by the SI during the Business Blueprint workshops or in the development of the Blueprints.</li> </ul>

	<ul style="list-style-type: none"> <li>The review noted the SI conducted demonstrations of the solution functionalities during the Realise phase of the Program. These demonstrations did not include the complete end-to-end business process and were focused on select elements of the process only. A consequence of this was that Directorate stakeholders were unable to provide the necessary feedback, crucial for building the solution to align with the stakeholder expectations. Poor stakeholder relationships lead to a gap in the expected and realised benefits of the Program, which can be noted in the stakeholder interviews.</li> </ul>	
These can be addressed by...	<p><b>Steering Committee reports should represent an up-to-date and transparent status of the Program</b>, based on a standard ACT format. Custom formats and data sources are inefficient and should be avoided. Commentary should be brief, to the point, and relevant to the Steering Committee level; general discussion points should be dealt with in project/program management forums.</p> <p>Steering Committee report content must facilitate meaningful discussion and decision-making. Content should be limited to the core insights and recommendations for decision. The onus should be on the Program Manager to understand the SC members and bring material insights and recommendations.</p>	High
	<p><b>Build and maintain strong relationship with the Directorates</b> to manage expectations, buy-in for design, decisions, resourcing, and overall ownership of the Program benefits. Use the Program defined channels to actively communicate issues, dependencies, blockers, in addition to regular and transparent program status reports. The Program manager should play a crucial role in maintaining these relationships.</p>	Medium

### 2.2.3 Change Management

What needs to go right?	<ul style="list-style-type: none"> <li>An agreed future state operating model exists.</li> <li>Change impact assessments has been performed across WhoG and at individual Directorate level.</li> <li>Directorates understand the change caused by the Program and are actioning the changes to be ready for Go Live.</li> </ul>
What did we observe	<p><b>Finding: Future State Operating Model (FSOM) has not been finalised</b></p> <ul style="list-style-type: none"> <li>Steering Committee meeting minutes from May 2020 highlights that "Future State Operating Model (FSOM) is being developed and refined. Ongoing discussions and series of activities are happening to ensure the operating model for Release 1 implementation is agreed, which includes business readiness activities to address how it will be adopted by Territory"</li> <li>The status of FSOM was discussed again on February 2021 SC meeting, where it was highlighted that it is still open.</li> <li>"HRIMS Business Readiness Review" noted that "no agreed future state operating model exists".</li> </ul>

	<p><b>Finding: Comprehensive change impact assessment has been performed by the Program.</b></p> <p>Change Impact Assessments</p> <ul style="list-style-type: none"><li>• The Program conducted high-level and detailed change impact assessments for the scoped Directorates against eight different change themes to identify the quantum of impact.</li><li>• Each theme was further cross analysed with SAP Functions such as Recruitment, Onboarding, and Payroll to create another view of the volume of change on implementing a specific Function.</li><li>• At a high-level, these assessments look comprehensive and has been performed jointly by the SI and Territory working with the Directorates.</li><li>• These findings can be evidenced in <i>D21. High Level Change Impact Assessment Attachment 1_V1.0 and D35.Attachment One_Detailed Change Impact Assessment_V0.05_FINAL TO CLIENT.</i></li></ul> <p><b>Finding: Actioning of the identified changes by the Directorates has not progressed relative to the Program schedule.</b></p> <p>Business Readiness</p> <ul style="list-style-type: none"><li>• SI has delivered a Business Readiness Approach that details on establishing readiness criteria, governance, and tools</li><li>• Business Readiness Tracker for each of the Directorates has been developed that lists the changes across Functions, Process L1,2,3, Category, and Prioritisation (MoSCoW).</li><li>• <i>D45 Business Readiness Governance Tracking and Support - Realise - Report HRIMS V1.0</i> that reports on the progress of the change actions highlights that "These inputs have not collated yet, as Business Readiness Working Groups (BRWGs) have been in place since June 2020, and are expected to begin reporting progress against the change actions register in September 2020 (Verify)"</li><li>• On further analysis of D66 HRIMS Draft Strawman D66 1309201 - Draft V1.2, no substantial progress is reported by the Program.</li></ul>	
These can be addressed by...	<p><b>Identify the resistance in finalising the FSOM and resolve the gaps to achieve the FSOM.</b> This activity will be expedited by the agreed Future state blueprints, discussed in Blueprint Design and delivery section.</p>	Medium
	<p><b>Prioritise and action the changes identified for the Directorates in the Business Readiness Trackers.</b> Active engagement of the Directorates in identification of future process owners and change ownership. The Program leadership should be kept abreast on the governance, status, and progress of actions for business readiness.</p>	High



## 2.3 Blueprint Design and Delivery

### 2.3.1 Design and delivery of blueprint

What needs to go right?	<ul style="list-style-type: none"><li>• Organisation is clear on the current, intermediate, and target state.</li><li>• Blueprint documents clearly identify the potential benefits of change and guide the development of business case.</li><li>• Blueprint document is developed in collaboration with all relevant stakeholders, with skills to articulate Future state vision.</li></ul>
What did we observe	<p><b>Finding: Blueprint design documents does not mention the current state of the organisation</b> The supplied design documents only capture the baselined future-state processes developed by the SI. No details on the current state were found.</p> <p><b>Finding: Blueprint design documents did not mature through the course of Release 1 build.</b></p> <p>The SI conducted multiple workshops with the Directorate representatives to develop target state business processes for the solution. These processes were informed by business rules that dictate the required steps within each process. Using these as inputs, the SI developed three baselined blueprints: <i>D24_Business_Blueprint_Payroll and Time_Final</i>, <i>D24_Business_Blueprint_RCM and ONB_Final</i>, and <i>D24_Business_Blueprint_WFA</i>. These documents were signed off by the Territory on 27<sup>th</sup> March 2020.</p> <p>Multiple gaps were identified in the target processes delivered by the SI and feedback provided by the Directorates, captured <i>D24 Business Design Blueprints - Review Feedback Post Submission</i>. Whilst elements of this feedback were incorporated, a number remained unresolved at the point of document sign-off. The review noted that the SI intended to further iterate on the baseline design incorporating feedback from the stakeholders as detailed in attachment <i>HRIMS Steering Committee_27032020_AI 4_Attachment E - SI Recommendations</i> (excerpts):</p> <ul style="list-style-type: none"><li>• "[The SI] have worked with the Territory since the submission to resolve the points of feedback. Of the 2739 points of feedback received, 23% have resulted in updates to the design documentation and of these, half were changes to wording or phrasing."</li><li>• "[The SI] will continue to support the Territory HRIMS Program team and Business Stakeholders to resolve outstanding matters relating to process and policy through a series of workshops and meetings. (32 Policy related feedback, 173 Process related feedback)."</li></ul> <p>It was noted that once the baseline blueprint was signed off, design changes were not made by the SI and were considered change requests in the later stages of the Program. Review of the <i>D24 Business Blueprint WFA Blueprint Addendum</i> drafted on 24<sup>th</sup> December 2020 supported this observation as changes to the baseline blueprint are included as decisions/change requests.</p>

	<p><b>Finding: Blueprint design documents do not map to the benefits noted in the Benefits case.</b></p> <p><i>WIRE - TRSY19-56520 Attachment 1 - Attachment A - Benefits Case (002)</i> document notes the use of <i>Business Technology Organisational Process People Environmental (BTOPPE)</i> framework to identify all Program benefits. While specific benefit measures are not included, it is expected that Blueprint documents identify the potential benefits of a process, role, or technical change. A solution developed on these principles will give confidence to the stakeholders as to which benefits have been targeted and open opportunities for feedback. It was noted that acceptance criteria for the business blueprint in <i>Statement of Work - Attachment C - Deliverables Matrix_FINAL</i> document does not identify benefits as a mandatory criterion.</p>	
These can be addressed by...	<p><b>Prioritise and develop current state business</b> processes, and corresponding future state process, signed-off by the Directorates. Perform a fit-gap analysis on the solution built by the SI with the target state. Focussing on maximizing the benefits and cost-effectivity resolving the gaps, create a Directorate's agreed target state business process.</p> <ul style="list-style-type: none"> <li>• Develop a clear methodology to resolve these gaps either through a business change or a technological change. Key considerations include minimal customisation in the SAP solution, and standardisation of the processes across the Directorates.</li> <li>• Iterate on the build to reach the finalised Future state.</li> <li>• Maintain Blueprints as a living document such that the target state processes can be iterated the course of the Program. Blueprint documents should be aligned with the broader program vision to ensure alignment continued support for Program objectives.</li> </ul>	High

### 2.3.2 Requirements Document

What needs to go right?	<ul style="list-style-type: none"> <li>• Exact needs of the Territory were captured in the requirement documents.</li> <li>• Requirements are clear and consistently mapped to serve all document users.</li> <li>• Scoped requirement documents can guide the Program and Users of expected solution behaviour.</li> </ul>	
What did we observe	<p><b>Finding: Business Requirement Documents (BRDs) were not included in contracted deliverables.</b></p> <p>The documents scoped by the Program to inform the solution development are listed below:</p> <ol style="list-style-type: none"> <li>1. High-level solution scoping and design,</li> <li>2. Business Blueprints (jointly created by the SI and the Territory through a series of workshops) that noted harmonised processes,</li> </ol>	

	<p>3. A Requirement Traceability Matrix (RTM), and</p> <p>4. WRICEF (Workflow, Report, Interface, Conversion, Enhancement, and Forms) Register and Functional specification doc for each WRICEF item</p> <p>Blueprint documents lacked the required specificity to guide the design, development, and testing of the solution. Requirements in RTM catered specifically to solution build, resulting in a gap of required information relevant for thorough solution design and user testing.</p> <p>In a program of this scale and complexity, a robust Business Requirement Document would act as a link between the design Blueprints and the RTM. This document will guide not only the solution development, but also the testing teams in development of test scripts and outlining the acceptance criteria. Absence of such a document can lead to lack of alignment in expectations for developers to build, testers to check the quality of build against the output, and users for acceptance of the solution.</p> <p><b>Finding: Lack of rigour in end-to-end requirements mapping.</b></p> <ul style="list-style-type: none"> <li>Review of the <i>D24_Business_Blueprint_Payroll and Time_Final_v0.10</i> document noted that the document includes key processes, and detailed processes diagrams including process steps, owners, and descriptions. The step-description also covered elements of the business rules pertaining to the process. This is in accordance with the Acceptance criteria listed in <i>Statement of Work - Attachment C - Deliverables Matrix_FINAL</i></li> <li>Deloitte conducted an analysis for a sample of 24 requirements in the RTM and found that 16 requirements, such as RCR01.002-RCR01.005, could not be mapped to blueprint processes.</li> <li>Several the requirements in RTM pointed to non-existent section of the Blueprint such as "CHR03.039" and "TAT02.006".</li> </ul>	
These can be addressed by...	<p><b>Develop prioritised future state process documentation, including a robust view of underlying requirements from the business</b>, that are strategically segmented to deliver standalone process components and shipped to production. Purpose of these documents will be to clearly articulate the requirement, and the acceptance criteria.</p> <p>Quality check the RTMs so that they align to the right requirement document sections, and Level 1, 2 and 3 business processes.</p>	High

## 2.4 Outcomes and Benefits Management

### 2.4.1 Accuracy and Currency of Benefits Case

What needs to go right?	<ul style="list-style-type: none"><li>• <b>SMART Benefits:</b> Program benefits should be clearly outlined in a Business Case as Specific, Measurable, Achievable, Relevant and Time-bound, and communicated with program stakeholders to gain buy-in and understanding of program outcomes.</li><li>• <b>Updated Benefits:</b> The Program Benefits Case is regularly updated to reflect program changes such as schedule delays, build changes, and budget increases, and stakeholders aligned on the latest benefits relevant to them and the broader business.</li></ul>
What did we observe	<p><b>Finding: Program benefits do not consistently conform to the SMART principles.</b></p> <ul style="list-style-type: none"><li>• The <i>HRIMS Benefits Case</i> outlines several achievable and relevant benefits within the Outcomes and Benefits Management section, however these are not as specific or measurable as would be expected for a program of this scale and complexity.</li><li>• Several benefits are listed without specific and quantifiable data to support them, such as “Reduced training costs” without any data denoting how or to what extent training costs would be reduced (“training” is not mentioned again anywhere in the document).</li><li>• Whilst quantifiable benefits are noted elsewhere in the document, highlighting a saving of “\$10,319,330 AUD per annum”, these are not time-bound, meaning a lack of clarity on <i>when</i> benefits will be realised and a lack of consideration of the impact of program delays on these realisable benefits.</li><li>• Whilst detailed work has been undertaken in documents informing the Benefits Case, such as <i>HRIMS Cost Benefits for CabSub v13</i>, this is not reflected in the Benefits Case document itself, thereby increasing the risk of misinterpretation and misalignment across program stakeholders and limiting the capacity to deep dive into supporting analysis.</li><li>• Assertions around the high-level nature of articulated benefits were noted in interview with the Benefits Manager and ongoing work by the Benefits Manager to update and ratify program benefits with the Directorates.</li></ul> <p><b>Finding: Benefits defined at program inception have not been updated.</b></p> <ul style="list-style-type: none"><li>• The Program Management Plan and Benefits Case clearly articulated the relevant program benefits at program inception.</li><li>• Stakeholder interviews have confirmed that the Benefits Manager had undertaken detailed work with certain Directorates to ratify and further analyse benefits, but the volume of effort involved in this process meant that this has not occurred consistently with all Directorates or across Government holistically, indicating further work would be required to update and ratify the original business case.</li></ul>



	<p><b>Finding: Outcomes are not universally or consistently understood across the Program.</b></p> <ul style="list-style-type: none"> <li>It was noted in stakeholder interviews with several Directorates that there were differing and inconsistent opinions regarding the objectives of the Program – indicating a disconnect between those believing this is simple systems implementation to replace Chris21, and those expecting alignment and harmonisation of business processes across Directorates to simplify HR operations.</li> <li>This demonstrates inconsistencies in the level of understanding of the proposed outcomes and benefits of the Program and presents an opportunity to update and communicate the Benefits Case for the Program, across Directorates and the broader ACT Government.</li> </ul>	
These can be addressed by...	<p><b>Validate, align, and agree on benefits across the Program</b> (relevant to all Directorates and across Government) to align stakeholders on the Program objectives and outcomes. Ratify/update the original Benefits Case to suit the iterative development approach and identifying segmented benefits through each iteration. This should be accompanied by appropriate communications to ensure all program stakeholders are in alignment on the aim and benefits of the Program, and to set expectations on when certain benefits may be realised.</p>	High

## 2.4.2 Benefits Tracking

What needs to go right?	<ul style="list-style-type: none"> <li>Benefits are identified and analysed in detail at program inception then tracked and managed throughout the life of the Program to maintain a view of how changes such as delays, budget increases or solution alterations will affect the Program outcomes.</li> <li>Benefits management should be considered a cyclical process of constant updates and validation to ensure a realistic expectation of program outcomes is maintained.</li> </ul>
What did we observe	<p><b>Finding: A benefits management plan does not exist to manage Program benefits.</b></p> <ul style="list-style-type: none"> <li>A benefits management plan to detail how the program benefits will be managed throughout the lifecycle of the Program does not exist.</li> </ul> <p><b>Finding: Program governance meetings do not consistently consider benefits management.</b></p> <ul style="list-style-type: none"> <li>Review of Steering Committee minutes and associated papers noted discussion of Program benefits at five Steering Committee meetings – 24 April 2020, 22 December 2020, 1 July 2021, 10 August 2021, and 30 August 2021. We recommend benefits are included as a standard item for all Steering Committee meetings to ensure benefits are appropriately considered in decision making.</li> <li>Interview with the Benefits Manager noted a lack of focus on benefits management and a lack of consideration as to how risks and issues (schedule delays, cost blowout, design flaws, etc.) affect program benefits.</li> </ul>

	<ul style="list-style-type: none"> <li>• A benefits management cycle, demonstrating the ongoing updates and tracking required as part of benefits realisation has been included in Appendix 3.7 -</li> <li>• <i>Deloitte Benefits Management Approach.</i></li> </ul>	
These can be addressed by...	<p><b>Introduce a benefits management plan and benefits tracker</b> to monitor how outcomes are affected by Program decisions (e.g., what impact key risks and issues such as schedule delays or design changes may have on Program benefits)</p> <p>Note: It is recommended that additional resources allocated to the PMO to allow a greater focus on outcomes and benefits management and support the benefits manager in his analysis and management of Program benefits.</p>	High

## 2.5 Schedule and Dependency Management

### 2.5.1 Program Schedule Development and Maintenance

What needs to go right?	<ul style="list-style-type: none"> <li>An accurate program schedule has been developed in collaboration with key program stakeholders, approved through normal governance procedures, and regularly updated as part of ongoing schedule management.</li> </ul>
What did we observe	<p><b>Finding: Schedule management accountabilities have not been clearly defined.</b></p> <ul style="list-style-type: none"> <li>The 20211123 CR Tracker document notes "Schedule management support" as an approved Change Request (CR). Documentary evidence from the <i>Statement of Work – Attachment C – Deliverables Matrix_FINAL</i> lists the following: <ul style="list-style-type: none"> <li>Deliverable D01 - "Project Schedule Management" as a core component of the "Baseline Project Management Plan". The SI is noted as accountable.</li> <li>Deliverable D03 - "Project Schedule, detailing entire projects and all associated activities...this will be a baseline document which will be updated for any deviation throughout the project". The SI is noted as accountable.</li> <li>Deliverable D04 - "Ongoing administration of the Project Schedule throughout the Project". Territory accountable.</li> </ul> </li> <li>The review noted that the SI is accountable for the creation and ongoing maintenance of the project schedule, as specified in D01 and D03. D04, however, noted the Territory accountable for ongoing schedule management.</li> <li>Consequently, the SI created a Change Request for schedule management to clarify roles and responsibilities.</li> <li>We recommend a comprehensive program RACI is developed and approved by all parties to create clarity on deliverable ownership and enable accountability. A separate recommendation regarding the Program RACI is also included in the <i>Contract Management</i> Section.</li> </ul> <p><b>Finding: The Program Schedule has not been ratified by the Territory.</b></p> <ul style="list-style-type: none"> <li>The schedule and Program Management Plan (PMP) in place for the Program have not been ratified or formally approved by Territory stakeholders, following development in isolation by the SI. This was noted as a requirement in the Deed of Variation (DOV) 6.</li> </ul> <p><b>Finding: The Program Schedule may be based on inaccurate information.</b></p> <ul style="list-style-type: none"> <li>Emails correspondence between the SI and the PMO indicate the current R2/3 schedule, which was commenced in May 2021, was based on DOV 5, despite this not having been approved at that point in time.</li> <li>The development of this schedule occurred without input from key program stakeholders such as the change stream and experienced several delays in release and review. As a result, the Program schedule remained unvalidated until September 2021, at which point the Program reset was instigated.</li> </ul>

	<p><b>Finding: The Program Schedule is not maintained in the Territory program management system.</b></p> <ul style="list-style-type: none"> <li>ServiceNow is the standard platform used across the Territory for project management.</li> <li>The Program is not currently utilising this system, as a result the Program schedule and associated PMO artefacts are not in adherence to the Territory standard and schedule management is conducted manually. Consequently, there is an increased risk of inaccuracies in the schedule and an increased administrative burden on the PMO.</li> </ul>	
These can be addressed by...	<p><b>Re-baseline and agree the Program schedule and dependencies in a single integrated plan</b> through a series of dedicated workshops to ensure the schedule is realistic and updated following the Program reset. This must include detailed identification and analysis of program dependencies across various workstreams.</p>	High
	<p><b>Input the Program schedule into the Territory ServiceNow instance</b> to reduce administrative burden and version control issues and increase connectivity across the Program.</p>	Medium

## 2.5.2 Integrated Schedule and Dependency Management

What needs to go right?	<ul style="list-style-type: none"> <li>Better practice dependency management occurs as part of integrated schedule and RAID management – tracking all risks, actions, issues, decisions and dependencies and their effect on the program schedule.</li> </ul>
What did we observe	<p><b>Finding: Accuracy of the Program schedule limits understanding and tracking of dependencies.</b></p> <ul style="list-style-type: none"> <li>In a program where the schedule is yet to be ratified and agreed (as noted within the <i>Schedule and Dependency Management</i> Section), there remains uncertainty in the accuracy and reliability of the schedule and an increased risk that dependencies, and their associated impact, are not properly identified and addressed.</li> <li>Whilst it was noted via that there was tracking of high-level dependencies within the schedule by the SI, the effectiveness of this was significantly impacted by the limitations in Program scheduling.</li> </ul> <p><b>Finding: The Dependencies Register has not been utilised.</b></p> <ul style="list-style-type: none"> <li>Review of email correspondence between the PMO and the SI noted that the Dependency Register was not maintained in a consistent manner and as a result was noted to be out of date.</li> <li>The Deliverables Matrix defines dependency management as a responsibility of the SI. Our review noted gaps in the identification, monitoring and actioning of dependencies across the Program. An example of this is an email reviewed which included an action regarding “Outstanding dependencies closeout” dated 1 Apr 2021; in this instance the SI has closed “old” dependencies, rather than addressing, monitoring and resolving these in an ongoing basis.</li> </ul>

	<p><b>Finding: Dependencies were not included in Program Governance Forums.</b></p> <ul style="list-style-type: none"> <li>Review of email correspondence from the PMO noted that dependencies were managed via a dedicated dependency meeting (with variable attendees).</li> <li>Managing dependencies in an isolated forum, outside of the Program governance model, with limited attendees, reduces the potential to identify and track effectively across all Program streams and increases the risk of incomplete and ineffective dependency management.</li> </ul> <p><b>Finding: Dependencies are not managed as part of integrated RAID management.</b></p> <ul style="list-style-type: none"> <li>The program dependency tracker was not included as part of RAID documents, and dependencies were not managed in line with broader risks, actions, and issues; this increases the risk that dependencies are not consistently identified, understood, and managed across the Program in an integrated manner.</li> </ul>
These can be addressed by...	Consolidate the dependency register with other RAID materials to ensure all risks, actions, issues, decisions, and dependencies are managed in an integrated manner – ideally within ServiceNow, or SharePoint at a minimum. A recommendation related to this can be found in the <i>Risk and Issue Management</i> Section.

### 2.5.3 PMO Resourcing

What needs to go right?	<ul style="list-style-type: none"> <li>Schedule management for such a large and complex program is owned by dedicated resources within the PMO to monitor and capture updates to schedule and identify and support management of dependencies.</li> </ul>
What did we observe	<p><b>Finding: There is currently no Master Scheduler role to own schedule management within the Territory.</b></p> <ul style="list-style-type: none"> <li>The manual effort involved in maintaining a program schedule outside of ServiceNow is significant when the resourcing of the PMO is considered. The PMO should own and drive schedule management as a core component of their program management responsibilities.</li> <li>Stakeholder interviews noted that the removal of the SI, who was playing several critical Program roles, coupled with several critical PMO resources leaving the Program, has led to the PMO currently being critically under-resourced for a program of this scale.</li> </ul>
These can be addressed by...	It is recommended that a Master Scheduler role is onboarded as part of the PMO to manage the schedule in a proactively and collaboratively. This may be from a future SI, or a dedicated role within the Territory's PMO. Recommendations regarding PMO resourcing are made within the <i>Risk and Issue Management</i> Section.



## 2.6 Risk and Issue Management

### 2.6.1 Collaboration and Partnering

What needs to go right?	<ul style="list-style-type: none"> <li>• <b>Collaboration:</b> Risks and issues need to be managed transparently and collaboratively to enable ease of tracking across delivery partners – ideally harnessing program management software such as the Territory ServiceNow instance to identify, analyse, track, and treat program blockers in a data-driven, risk-intelligent, and collaborative approach.</li> <li>• <b>Ownership:</b> The PMO should have overall accountability for risk and issue management to monitor and maintain control of the impact of key blockers on the program and business on behalf of the Territory. This would demand dedicated resourcing to either own or oversee the risk and issue management processes conducted by the SI.</li> </ul>
What did we observe	<p><b>Finding: The Territory PMO did not have access to Risk Management artefacts to support related activities.</b></p> <p>The review noted that outside of specific risk forums (which are no longer in operation), the PMO did not have access to core Risk Management artefacts. This led to a lack of transparency between the Territory and SI, and difficulty in tracking program blockers.</p> <ul style="list-style-type: none"> <li>• <i>Statement of Work – Attachment C – Deliverables Matrix_Final</i> notes “Risk Assessment and Management” and establishment and weekly updating of the RAID Log as accountabilities of the SI</li> <li>• The Risk and Issue Log was maintained in Microsoft Excel, which the PMO confirmed was not maintained on Territory drives and Territory PMO staff did not have access to this</li> <li>• <i>Statement of Work – Annexure A</i> notes Territory provision of “Access to ICT infrastructure including ServiceNow, ACT Government workstations and remote connectivity via Territory infrastructure”, however the review noted the SI did not use Territory systems to conduct risk management activities.</li> <li>• Interviews with PMO and program governance stakeholders noted previous risk management forums where updates to the Risk and Issue Log were made, though this session is no longer in place in the program. They also noted that inappropriate or poorly considered treatment strategies were created due to a lack of ratification with Territory stakeholders.</li> </ul> <p><b>Finding: No single point of ownership and accountability for risk and issue management within the PMO.</b></p> <ul style="list-style-type: none"> <li>• Examination of the current PMO structure and interview/email evidence from the PMO notes that the PMO currently has five FTE, none of which have responsibility for RAID/risk and issue management.</li> <li>• Lack of dedicated RAID/Risk Management resources and limited visibility of SI risk and issue materials (as outlined above) highlights a lack of ownership of risk and issue management within the PMO and an increased reliance on the SI.</li> <li>• Cessation of Performance Meetings (as detailed in the <i>Contract Management Section</i>) would have limited the ability to oversee and hold the SI accountable for any gaps in risk and issue management for the Program.</li> </ul>

These can be addressed by...	<p><b>Articulate and agree accountability for risk and issue management</b> to maintain Territory oversight of program blockers. This must include clear accountabilities as well as expectations around ways of working such as collaboration and transparency.</p>	High
	<p><b>Allocate dedicated roles and uplift resourcing within the PMO</b> to adequately cover key areas of program management, including specific roles below:</p> <ul style="list-style-type: none"> <li>• Risk/RAID Manager</li> <li>• Quality Manager</li> <li>• Benefits management support</li> <li>• Master Scheduler</li> <li>• Change Manager (depending on future resourcing of Business Readiness stream)</li> </ul> <p>Note – dependent on future SI involvement</p> <p>Deloitte’s experience of similar programs provides the following considerations:</p> <ul style="list-style-type: none"> <li>• PMO resourcing will be dictated by the decision whether to onboard a future SI and the contracted responsibilities. If another SI is procured, PMO resourcing would still be expected to increase to provide adequate oversight, collaboration, and support with onboarding of a Risk/RAID Manager and Quality Manager as a minimum.</li> <li>• Up to 10% of program spend can reasonably be dedicated to program management resources in a program of this nature.</li> <li>• A benchmark of 1-2 PMO resources dedicated to each stream (depending on stream complexity and existing resourcing) could be expected.</li> </ul> <p>Typical PMO roles are outlined in Figure 4, benchmarked against similar programs (note, this does not include stream-specific roles such as Test Managers that also require consideration for the Program).</p>	High

## 2.6.2 Risk Management Approach

What needs to go right?	<ul style="list-style-type: none"> <li>• <b>Integrated RAID Management:</b> Robust RAID Management involving the maintenance of an integrated RAID Log, with separate but interconnected registers for Risks, Actions, Issues, Decisions and Dependencies to better manage separate items. Clear delineation between risks and issues (and documentation as to root cause to inform future learnings). Tracking of mitigation or resolution activities to conclusion and acceptance.</li> <li>• <b>Swift treatment:</b> Mitigation and resolution actions are discussed, agreed and appropriate owners and due dates assigned to each item. These are regularly reviewed and updated as part of ongoing risk, issue, and action management activities and in the appropriate governance forums to minimise the risk that blockers continue to impact the program.</li> <li>• <b>Opportunity Management:</b> Better practice involves the identification, tracking and management of benefits-related opportunities as part of Program risk management processes to ensure potential opportunities to improve Program outcomes or resolve key issues are not missed.</li> </ul>
What did we observe	<p><b>Finding: The Risk and Issue Log template does not clearly delineate between risks and issues.</b></p> <ul style="list-style-type: none"> <li>• The HRIMS Program maintains a <i>Risk and Issue Log</i> spreadsheet, whereby risks and issues are consolidated within the same register. This consolidation limits the ability to clearly differentiate between a risk (that may lead to an impact) and an issue (that is having an impact on the program now), track where risks have become issues and the root causes for that, and easily understand the different priority and severity of each item for mitigation (risks) or resolution (issues).</li> </ul> <p><b>Finding: The Risk and Issue Log demonstrates inconsistencies in management through to resolution.</b></p> <ul style="list-style-type: none"> <li>• Whilst the format and structure of the <i>Risk and Issue Log</i> is in line with expectations, our review identified several gaps in the log, indicating inconsistencies in adherence to risk management processes and discipline in populating and updating the document.</li> <li>• <i>The Risk and Issue Log</i> has significant gaps within the fields of “treatment action” and “treatment status”, indicating a lack of focus on effective management through to resolution and tracking of treatment actions to ensure they are appropriate and impactful.</li> <li>• Interviews with the PMO and key governance stakeholders noted a prevalence of inadequate mitigation strategies, inappropriate risk owners, lack of validation of corrective actions and poor risk tracking and updates.</li> <li>• <i>The Risk and Issue Log</i> presents multiple examples of a risk being closed following discussion, without evidence of mitigating actions and the associated impact being noted. This increases the risk that blockers are not being effectively resolved, causing them to continue to have an impact on the program which may then not be managed appropriately if considered “closed”.</li> </ul>



	<p><b>Finding: Opportunities relevant to planned benefits and program objectives are not tracked</b> as part of the broader risk management process.</p> <ul style="list-style-type: none"> <li>• Risk is defined as the effect of uncertainty on a program – which may be both negative, leading to delivery issues if not managed, and positive – i.e., opportunities that can benefit the program if identified and taken</li> <li>• The Risk and Issue Log provides no evidence of the identification and management of opportunities which may have a beneficial impact on the program.</li> <li>• A noted example of this from interviews with Directorates is the upcoming Enterprise Bargaining Agreement (EBA) renegotiations, which present an opportunity to support the simplification and alignment of EBAs across the Territory and limit variations across Directorates.</li> <li>• Despite harmonisation of business processes being outlined in the original Business Case, this potentially significant opportunity has not been documented within expected registers.</li> </ul>	
These can be addressed by...	<p><b>Use the Territory ServiceNow instance to manage the Program</b> to ensure consistency of information and reports, reduce the administrative burden on the PMO and manage the Program in a more collaborative, data-driven manner.</p> <p>Utilising ServiceNow will ensure the Program has a single source of truth and shared understanding across all parties involved in the delivery of the Program of progress against defined workstream milestones, risks, issues, and dependencies.</p> <p>Use of a single platform to manage the Program delivery will increase transparency in the management of risks and issues, improving ease of prioritisation and speed of resolution. To support this, all key Territory and SI stakeholders involved in program governance, PMO and specific workstreams must have full licenses.</p>	Medium
	<p><b>Consolidate the various tracker documents to conduct RAID management in a holistic and integrated manner</b> and identify, track, and manage all risks, actions, issues, decisions, and dependencies in one place. This will provide a single source of truth, promote ease of access to information and enhance collaboration across the PMO. Potential opportunities should also be managed as part of this document. The risk and issue management aspect of the RAID must also be ratified by Territory leaders to ensure alignment to the Territory risk matrix and program risk appetite.</p> <p>RAID documentation should be input to ServiceNow where possible, or a collaboration platform such as SharePoint at a minimum.</p>	Medium

### 2.6.3 Risk Governance

What needs to go right?	<ul style="list-style-type: none"> <li>• <b>Reporting:</b> Risks and issues are clearly prioritised, summarised, and clear information provided to allow decision-makers to act swiftly and efficiently or are separately discussed at a dedicated risk forum to free up capacity at other governance meetings. This information must be included within fit-for-purpose status reporting that is sent in advance of the meeting with clear direction on what is for pre-read only vs discussion and decisioning in the meeting and sent to approved delegates if key stakeholders cannot attend.</li> <li>• <b>Discussion and Decisioning:</b> Risks and issues are discussed at dedicated risk and issue management workshops to track status, discuss appropriate treatment actions, and assign ownership. Priority items are escalated to the appropriate forum depending on the category or severity of the item, as informed by the governance structure Terms of Reference (ToRs) and organisational or program risk framework. Each forum must be structured to facilitate efficient discussion and decisioning of risks and issues as a core function of effective governance.</li> </ul>	
What did we observe	<p><b>Finding: Risks and Issues are not effectively prioritised in the Program Steering Committee materials.</b></p> <ul style="list-style-type: none"> <li>• Steering Committee agendas and accompanying papers indicate that the Risk and Issue Log is typically presented to the Steering Committee in totality, as opposed to in a prioritised format within status reports. This limits efficient identification and discussion of priority items that may require a decision at a specific point in time.</li> <li>• Multiple stakeholder interviews noted that the significant volume of material presented at governance forums and other meetings limited the ability to effectively discuss, make decisions and resolve priority items within the meeting.</li> <li>• Interview evidence from the PMO confirmed a lack of status reporting within the program.</li> </ul> <p><b>Finding: The Steering Committee does not prioritise the discussion and resolution of risks and issues.</b></p> <ul style="list-style-type: none"> <li>• Multiple interviews with Steering Committee members and PMO staff have highlighted limited decision-making in management and resolution of risks and issues as part of program governance</li> <li>• Steering Committee minutes confirm this assertion, with a lack of consistent evidence in relation to the making of decisions around risk mitigation and issue resolution</li> <li>• Four consecutive Steering Committee meetings from 26 Feb to 14 Apr 21 deferred discussion regarding risks/issues to subsequent meetings – highlighting a lack of focus on effective decision-making and treatment of Program blockers.</li> </ul>	
These can be addressed by...	<p><b>Implement dedicated risk and issue management workshops</b> to deep dive on priority risks and issues, identify realistic mitigation/resolution strategies, assign appropriate owners for each item, and agree items requiring escalation to other governance forums.</p> <p>Attendance of this meeting should be dynamic depending on key items for discussion, but attendance by key decision-makers and PMO resources (including the Risk/RAID Manager) is essential. Implementing this will limit discussion of risks</p>	High

	and issues in other forums and allow simple updates on the status of key priorities, freeing up time for tackling of other agenda items and enhancing meeting discipline.	
	<b>Implement status reporting to inform governance forums of priority items,</b> provide updates on progress and clearly articulate where decisions are required to resolve key blockers and keep delivery on track.	High

## 2.7 Quality Management

### 2.7.1 Accountability and Quality Assurance

What needs to go right?	<ul style="list-style-type: none"> <li>• <b>Quality Expectations:</b> Clear definitions and specificity of quality standards are communicated and agreed up front through comprehensive scope and contractual documentation.</li> <li>• <b>Stage Gates:</b> A robust stage gate process should be in place to control the quality of processes and deliverables and manage formal acceptance or rejection by Program leadership. This stage gate structure must be informed by an agreed framework which dictates the Territory's appetite to conditionally accept deliverables that do not meet defined quality standards, to reduce the volume of "catch-up" work that occurs later in the program.</li> <li>• <b>One Team:</b> The Program adopts a "one team" approach to foster collaboration and transparency throughout delivery to monitor quality, and there is partnership in taking corrective actions to address any concerns early. This is driven by shared usage of Territory systems, providing ready access to SI deliverables and tools to monitor quality.</li> </ul>
What did we observe	<p><b>Finding: Specific quality standards were not clearly outlined in the original scope documents, allowing third parties to build processes, artefacts, and deliverables without clear standards.</b></p> <ul style="list-style-type: none"> <li>• The <i>Statement of Work – Attachment C – Deliverables Matrix</i> document lists several requisite artefacts and deliverables such as a RAID Log, with some guidance as to minimum standards such as "which at a minimum must include...Project Risks...Project Issues..."</li> <li>• This level of detail in acceptance criteria does not provide information on the quality required of documents – such as which risk frameworks to use, minimum criteria to be tracked, number or regularity of meetings to discuss, etc. leaving ambiguity regarding the required quality standards of the deliverables and general ways of working.</li> <li>• The <i>HRIMS Individual Performance Report 6 May 2020</i> notes "issues and risk management require further improvement", an example of where greater clarity and definition of quality requirements up front would have reduced delivery issues.</li> </ul> <p><b>Finding: Stage Gates have not been consistently used to manage third parties supporting the Program.</b></p> <ul style="list-style-type: none"> <li>• Analysis of <i>Milestone Clearance Certificates</i> from Milestones 1 - 5 noted a total of 100 "outstanding conditions relating to conditionally accepted deliverables" across all documents.</li> <li>• The <i>Milestone_4_Clearance_Certificate</i> document contains a total of 55 new outstanding conditions relating to conditionally accepted deliverables. This is a high number of conditions, and the likelihood of the Program being able to deliver these as part of future milestones without significant impact on workload and schedule was low.</li> <li>• Clearance Certificate, for Milestone 5, only lists 1 item within "deliverable conditions from earlier milestones" indicating a lack of follow-up of these conditions as part of the milestone stage gate process.</li> <li>• In total, of 100 total outstanding conditions:             <ul style="list-style-type: none"> <li>– Only 19 conditions were later accepted between Milestone 1 and 5</li> <li>– 77 conditions were due to be accepted at Milestone 6 or later</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>– 1 condition was later noted as no longer required</li> <li>– 3 conditions were not mentioned again in any Clearance Certificates up to the program reset at Milestone 5</li> </ul> <p>Whilst defined milestone stage gates are in place within the Program, the evidence above indicates that they have not consistently been used to manage the Program effectively, set realistic expectations, and hold all parties to account for their deliverables at the appropriate point in the program.</p> <p><b>Finding: The SI used their own external systems and accounts, which limited the Territory’s ability to monitor quality</b> of deliverables and processes.</p> <ul style="list-style-type: none"> <li>• <i>Post Meeting – HRIMS Individual Performance Report 6 May 2020</i> notes “Following ACT policies and procedures” and “... [the SI] team is required to ensure that they are using [Office] 365 to conduct daily activities” as “Noted – to be resolved”, indicating the SI were not using Territory systems despite requests from the Territory.</li> <li>• Stakeholder interviews with the PMO team noted a lack of transparency across program management resources and artefacts</li> <li>• It was noted in the <i>Individual Performance Report</i> that the SI was working through complications caused by the COVID-19 pandemic, which would have limited face-to-face interaction and required greater digital collaboration.</li> </ul> <p>Lack of use of Territory SharePoint and ServiceNow platforms for program management activities in particular meant Territory PMO did not have direct access to information and there was no alignment to Territory standards and templates. As a result, a significant administrative burden was placed on PMO resources in re-templating information coming from the SI for PMO use and for presentation to relevant governance forums.</p>	
These can be addressed by...	<b>Consider detailed and specific quality requirements for program documentation, processes, and deliverables</b> to ensure alignment of expectations between the Territory and future SIs on quality.	Medium
	<b>Enforce contractor usage of Territory systems such as SharePoint and ServiceNow</b> to ensure all parties are collaborating effectively and producing deliverables of satisfactory quality that can easily be quality assured by Territory leadership. This will also ensure third parties are automatically using Territory-approved templates and processes and reduce ambiguity in quality.	Medium



## 2.7.2 Contract Management

What needs to go right?	<ul style="list-style-type: none"> <li>• <b>Clear Contracting:</b> Scope and accountabilities are clear and outlined in a contract that facilitates effective delivery of the Program. This contract is consulted in any CRs made to the Territory, to ensure contractors are held to account against their original responsibilities.</li> <li>• <b>Performance Management:</b> Contractors are held to account with regular performance reviews, agreed up front, to regularly review the quality of their deliverables and assess any improvements required across the Program.</li> </ul>
What did we observe	<p><b>Finding: Roles and responsibilities of each party are poorly defined.</b></p> <ul style="list-style-type: none"> <li>• The <i>Statement of Work – Attachment C – Deliverables Matrix_Final</i> contains a Program RACI where responsibilities are outlined for each deliverable. Within this document, both the Territory and the SI are listed as “Responsible” for 56 of the 74 listed deliverables.</li> <li>• Stakeholder interviews noted this may be due to both parties requiring contribution to specific deliverables, however documenting this in this fashion does not clarify accountability and ownership.</li> </ul> <p>This ambiguity increases the risk that scoped deliverables are not completed, or that work is duplicated, and reduces the ability of the Territory to hold the SI to account for any missing or poor-quality deliverables. It was noted that concerns were raised regarding this early in the Program, however these were not acted upon.</p> <p><b>Finding: The design principle “design in an agile manner” was not facilitated by an appropriately flexible contract.</b></p> <ul style="list-style-type: none"> <li>• The <i>Information and Communications Technology Services Contract Statement of Work – Annexure A</i> noted that scoping (e.g., “High Level Solution Scoping”) was part of the role expected of the SI.</li> <li>• In addition, the Deliverables Matrix lists a project schedule, work breakdown structure, milestones, and critical path as scope items for which the SI is accountable. This would indicate that a level of uncertainty and ambiguity existed in terms of program planning and scope at the time of procurement of the SI.</li> <li>• The Program Management Plan outlines “Design in an agile manner - build flexibility to cater for organisation change...” as a core design principle, which would require an associated level of flexibility in contractual arrangements with the SI.</li> <li>• Interviews with the PMO and governance stakeholders noted the SI would refer to their exact contractual obligations when asked to conduct work they viewed as outside of their scope. (Note: this is unable to be ratified by the SI as they were not available for interview).</li> </ul> <p>At the time of contracting, a high degree of flexibility was required in the contract with the SI to account for ambiguity in scope, requirements, and program planning, as well as a design principle and delivery approach that required agility. Despite this, a fixed fee arrangement was chosen – generally most effective when scope and SI responsibilities are well defined.</p>

	<p>Future consideration should be given to the most effective contractual arrangements for long-term, complex programs to enable true partnerships with contractors that produce high-quality processes and deliverables.</p> <p><b>Finding: In scope activities were treated as Change Requests by the SI.</b></p> <ul style="list-style-type: none"> <li>Interviews with the PMO and key governance stakeholders noted that the SI would raise change requests (CRs) for activities that would be expected to fall within their original contractual scope.</li> <li>The <i>20211123 CR Tracker</i> (Change Request Tracker) lists several detailed CRs being made such as "Intermittent Higher Duties" and "Release 2 and 3 re-planning".</li> <li>The Statement of Work indicates these examples would fall naturally within an iterative solution build and conform to the original design principles, rather than items which constitute a significant alteration in scope requiring a CR. Further examples of CR management are outlined in the <i>Program Schedule Development and Maintenance</i> Section.</li> <li>Several stakeholder interviews with multiple Directorates, Business Analysts and the PMO noted that during the requirements gathering and design phases, several requirements were placed into a "parking lot" (for those that seen as more challenging to implement or in conflict with other requirements) and not revisited at a later stage. Interviews with multiple Directorates noted that attempts to raise any requirements within the "parking lot" were treated as a CR by the SI.</li> <li>The lack of a consolidated Business Requirements Document (BRD) indicates a lack of adequate documentation and management of requirements and therefore scope. Further findings relating to requirements are outlined in the <i>Blueprint Design and Delivery</i> Section.</li> </ul> <p><b>Finding: Contract performance meetings were terminated at the SI's request,</b> and approval for this was granted by the Territory Executive.</p> <ul style="list-style-type: none"> <li>Emails from February 2020 note cessation of contract performance meetings, citing "unnecessary confrontation and division" – limiting the ability of the Contract Manager to hold the SI to account for the quality of deliverables and monitor incoming CRs.</li> <li>As a result, while concerns around the Program and solution were communicated to the SI via comprehensive Performance Reports, there was no forum to address them adequately or take appropriate rectification steps until the formal decision was made to delay payment at Milestone 6.</li> </ul>	
These can be addressed by...	<p><b>The Contract Manager must be empowered to manage the performance of suppliers</b> with Executive support and authority over evaluation of contracts, including regular performance management meetings mandated as part of the contract and the appropriate authority to take corrective action to improve delivery quality, such as suspended payments.</p>	High
	<p><b>Embed the Contract Manager within the PMO</b> for greater connectivity and visibility of the quality of the SI's deliverables and processes and ensure Contract Manager attendance in key meetings with contractors at regular intervals to monitor performance.</p>	Medium

	<b>Build flexibility into future contracts where further scoping is needed or a high degree of uncertainty exists</b> , to allow for further work required by the supplier and promote collaboration and partnering between contractors and Territory staff	Medium
	<b>Redraft and agree on a program RACI as part of the Program reset</b> to clarify roles and responsibilities for specific scope items and use this as a means for conducting gap analysis for the Program regarding areas where skillsets may not exist within the Territory. This may then be used to better inform specific requirements for future SI's, as well as hold them accountable for missed deliverables and limit CRs. An example RACI template is included in the appendix of this report.	Medium

### 2.7.3 PMO Resourcing

What needs to go right?	<ul style="list-style-type: none"> <li>• <b>Quality Management:</b> Quality is supported throughout the life of the Program by the PMO through owning and championing of quality management as a core tenet of effective program management. This should occur through regular quality assurance, deliverable reviews, program health-checks, as well as ongoing support to the Program to maintain quality standards – ideally owned by a dedicated Quality Manager.</li> </ul>
What did we observe	<p><b>Finding: The PMO does not have a dedicated Quality Manager.</b></p> <ul style="list-style-type: none"> <li>• Analysis of the current PMO structure and interview evidence with the PMO notes that there is currently no role focused on quality management.</li> <li>• One of the critical roles of a PMO is guidance, support, and quality assurance to ensure best-practice tools, processes and procedures are being followed to ultimately produce quality deliverables. Increased resourcing and focus on quality management within the PMO would support this.</li> </ul>
These can be addressed by...	Recommendations regarding PMO resourcing can be found within Risk and Issue Management section of the report.



## 2.8 Build Quality

### 2.8.1 System and Integration Testing

What needs to go right?	<ul style="list-style-type: none"><li>• Confidence in the build with rigorous testing of business requirements aligned with the acceptance criteria.</li><li>• Testing team accurately reports the test results.</li><li>• Testing team is capable and skilled to perform the quality check.</li></ul>
What did we observe	<p><b>Finding: System and Integration testing reports do not assert confidence in the quality of build.</b></p> <p>Documentary evidence highlights that System testing was performed by the SI during the August-October 2020 period, with results released in the <i>D55 System Test Exit Report</i>. Whilst the report indicates that 1613 tests with 98.78% passed test cases, multiple discrepancies were identified:</p> <ul style="list-style-type: none"><li>• Discrepancies in test execution numbers.</li><li>• <i>Table 1: Overall system test execution status summary</i> informs that 1613 tests were executed. However, on summing up the count of executed test cases detailed in the report, a total of 2279 test cases were identified. Therefore, the status of approximately 30% of these executed test cases is unreported. This observation further calls into question the passing rate of test cases – with the reported 98.78% pass rate being applicable only for a subset of test cases.</li><li>• Gap in the count of executed test cases for in-scope L3 business processes</li><li>• There are one hundred and sixteen L3 business processes listed in <i>D55 System Test Exit Report</i>, with test cases executed for each of these processes. While each process might have various delivery of complexity and require various degree of testing, five of them contributed to 70.86% of the reported total executed test cases. A total of 1615 test cases were executed for the following five L3 processes:<ul style="list-style-type: none"><li>– Valuate time data – 484,</li><li>– Remuneration – 310</li><li>– Record working time – 310</li><li>– Establish payroll results – 177</li><li>– Request leave – 178</li><li>– Daily analysis and correction – 156.</li></ul></li><li>• These numbers highlight the fact that a disparity in executed test cases exists across the processes. Additionally, exhaustive test coverage for rest of the one hundred and eleven processes is inconclusive.</li><li>• Testing skills and capability of the SI team is unclear.</li><li>• Testing resources, as documented in the report, comprised of functional consultants experienced in SuccessFactors. No details were noted on the core testing skills of the team as part of this review.</li><li>• Build quality has not been assessed in this review.</li></ul>

	<ul style="list-style-type: none"> <li>The “overall test assessment” section only reports the test execution numbers and does not comment on the overall quality of the build.</li> </ul> <p>System integration testing was not completed before moving to UAT. Only 75% of the SIT test cases were executed, out of which 75% passed, inconclusive to infer the quality of build integration.</p>	
These can be addressed by...	<b>Increase transparency of system testing</b> between the Program and the identified stakeholders. This can be achieved by quality testing representatives being made part of the key governance forums such as risks and working group. This will provide effective guidance, support, and provide course correction opportunities. Tools used for system testing should have access to the Territory users for monitoring and control.	Medium
	<b>Ensure independence of your testing team:</b> At the outset, testing team should have the right skills to reflect the quality of build, and produce non-prejudiced, program-environment agnostic test reports.	Medium
	<b>Uplift the testing reports</b> to incorporate better practices such as overall build quality, user satisfaction scores, and indication of test coverage against benefits.	Medium
	<b>Break-down large builds</b> such as L3 processes “Valuate time data”, into easy to test and maintain test scripts and application of the testing framework.	Medium

## 2.8.2 UAT

What needs to go right?	<ul style="list-style-type: none"> <li>Clear plan of resourcing and scheduling for business users to support the program.</li> <li>Dedicated business users are involved in the UAT process, with sufficient training and expectation setting to perform the test.</li> <li>Best-practice principles are followed in UAT with the guidance from SI</li> </ul>
What did we observe	<p><b>Finding: UAT results do not confirm the measure of unmet user expectations.</b></p> <p>3264 defects have been raised in UAT (including Round 1 and 2), out of which approx. 1500 defects related to the Configuration/build, and 527 defects that are invalid/duplicate/withdrawn. Stakeholder interviews indicate that Round 1 UAT test results report only 29% of the passed test. These results do not conform to the level of user acceptance of the build, due to the following:</p> <ul style="list-style-type: none"> <li>Round 1 of UAT was premature with incorrect test data loaded in the environment, incomplete SIT, duplicate test cases, poorly written test-scripts, and a generally unplanned test execution.</li> <li>Some of the high-level gaps identified in the test cases loaded in ALM for Round 1 testing, during a virtual demo of the tool, indicates no mapping of the test scripts with the requirements IDs in RTM, gaps in high-level description of the test cases, and missing overall acceptance criteria of the test case.</li> </ul>

	<p>The review noted instances where UAT test scripts were provided to the Testing team in an ad hoc manner. This may have contributed to an increased failure rate due to lack of commitment in validation, and mapping of test cases to requirements.</p> <p><b>Finding: SI did not guide the Territory in the development of test strategy and implementation.</b></p> <ul style="list-style-type: none"> <li>The UAT test cases were reviewed by the SI, and high-level feedback (comments in ALM) on Test modules were provided such as "include negative test scenarios".</li> <li>No review comments were found at the test-script level. Furthermore, no recommendations as to best-practice approaches for UAT testing were noted.</li> </ul> <p>Adoption of a high-level approach, lacking sufficient detail, would have reduced the value of the testing process.</p> <p><b>Finding: UAT lacked forward planning and stakeholder engagement</b></p> <ul style="list-style-type: none"> <li>Directorates were unprepared to respond to the requests of the Program. Most Directorates voiced the concern that <i>"making resources available for UAT has been extremely ad Hoc, without much planning and it has been hard to meet the expectations"</i>. This has been a consistent theme articulated across Directorate interviews: JACS, Edu, and CSD.</li> </ul> <p>Lack of training, capability, and required skills of business users was another issue highlighted by several interviewees. Comments such as <i>"we did not know what to expect during the UAT"</i>, <i>"users failed test cases due to lack of understanding of UAT execution"</i>, indicate lack of sufficient planning and co-ordination between the Program and Directorates.</p>	
These can be addressed by...	<p><b>Recast the UAT test scripts to align with the finalised business requirements.</b> Clear and simple requirement mapping for each test case should be developed. Avoid ambiguity of test case mapping to entire blueprint sections. Before execution, perform test-case walkthroughs and reviews with the build team and business users to create a singular understanding of expected results. Any changes to signed -off UAT test cases should follow a thorough approval process.</p>	High
	<p><b>Perform resource planning, training, and support for UAT testing.</b> The testing team should co-ordinate with the Program manager to incorporate test planning and dependencies in the Master schedule. Also, agreed channels of communication should be thoroughly utilised for bottom-up reporting and program wide visibility.</p>	High
	<p><b>Dedicate users from the Directorates to support the Program during the build and test phases.</b> As the next phases of the program should consider cross-functional teams (discussed in previous sections), Directorates should plan and commit to the FTE requirements for the Program. Resource planning should incorporate the required contingencies and changing needs of the Program, to provide adequate support during subsequent stages. A clearly communicated and developed program schedule will be critical in resource planning</p>	High

## 3. Appendix

### 3.1 Engagement Approach

The review of the Program took place over 5 weeks (not inclusive of the Deloitte firm shutdown between 24 December 2021 to 10 January 2022), consisting of 44 stakeholders being interviewed in 25 sessions and review of 200 documents as outlined in Appendix 3.3 - *Documents Reviewed* and 3.4 - *Stakeholders Interviewed*.

### 3.2 Scope and Approach

The review of the Program and findings covered in this report included the following scope:

1. Contracts, variations, and Change Requests in consideration of:
  - Integrity of the contract, and changes through the variation process
  - Intent of the Change Requests, in relation to the reasoning for change
  - Other contractual expectations based on the terms within the agreement
2. Assessing the approach developed in consideration of the Contract:
  - Expectation of roles and level of performance
  - Plans developed as part of the contract to support delivery of the Program
  - Planning documentation (schedules, etc.) outlining the intended approach
3. Products developed by each SI including:
  - How they were developed, delivered, and accepted
  - Adherence to the planned approach and planning documentation
  - Performance of roles in the delivery process
4. Issues and challenges impacting delivery, including how such issues arose, what action was taken and what may have contributed to a lack of resolution
5. Further work required to deliver on the Program outcomes (in accordance with the design principles for the Program) to inform a future approach to market for services to complete delivery of the Program

Throughout the course of our review, guidance was taken from Program stakeholders during interviews and meetings to identify potential areas for deep dives and detailed artefact reviews. A mapping of the agreed scope to the relevant report area which is outlined below.

Forty-four Program stakeholders were interviewed and approximately two hundred program artefacts were reviewed in the discovery phase of our review. Findings and recommendations were developed through an iterative process with Territory stakeholders across a four-week period from 16<sup>th</sup> December 2021 to 4<sup>th</sup> February 2022. Further details on our review approach are included below:

The review was conducted using Deloitte's Program Assurance Framework. This framework is built on a foundation of Deloitte's Program Management Framework, which draws upon PRINCE2™, MSP™ and Agile methodologies and outlines eight core elements of program management that are key to successful delivery. Each element was considered as part of the review of the Program, and findings and recommendations were made based on a comparison to generally accepted better practices and experience of previous programs of a similar nature. In addition, the delivery team reviewed technical aspects of the Program such as requirements gathering, testing and SAP-specific implementation considerations. As such, findings and recommendations are made across ten aspects:

1. Governance and reporting
2. Stakeholder engagement and alignment
3. Blueprint design and delivery
4. Outcomes and benefits management
5. Schedule and dependency management
6. Risk and issue management
7. Quality management
8. Build quality

This review does not cover design and build assessment of the technical solution but considers how the solution impacts on the Program and deliverables. Technical assessment of the solution is covered in SAP's review – "ACT Gov – design review – Dec 2021".

The below matrix outlines how these scope items have been addressed by the review findings and recommendations displayed in Section 2:

Scope item	Finding number
1.a	<ul style="list-style-type: none"><li>• 2.2.3 – Change Management</li><li>• 2.7.2 - Contract Management</li></ul>
1.b	<ul style="list-style-type: none"><li>• 2.2.3 – Change Management</li><li>• 2.5.1 – Program Schedule Development and Maintenance</li><li>• 2.7.2 - Contract Management</li></ul>
1.c	<ul style="list-style-type: none"><li>• 2.7.1 - Accountability and Quality Assurance</li></ul>



Scope item	Finding number
2.a	<ul style="list-style-type: none"> <li>• 2.1.1 - Governance Structure</li> <li>• 2.2.1 - Program Leadership</li> <li>• 2.2.2 - Stake Engagement</li> <li>• 2.5.3 - PMO Resourcing</li> <li>• 2.7.2 - Contract Management</li> <li>• 2.7.3 - PMO Resourcing</li> </ul>
2.b	<ul style="list-style-type: none"> <li>• 2.5.1 - Program Schedule Development and Maintenance</li> <li>• 2.5.2 - Integrated Schedule and Dependency Management</li> </ul>
2.c	<ul style="list-style-type: none"> <li>• 2.3.2 - Requirements Document</li> <li>• 2.5.2 - Integrated Schedule and Dependency Management</li> <li>• 2.7.3 - PMO Resourcing</li> </ul>
3.a	<ul style="list-style-type: none"> <li>• 2.3.1 - Design and Delivery of Blueprint</li> <li>• 2.3.2 - Requirements Document</li> </ul>
3.b	<ul style="list-style-type: none"> <li>• 2.6.1 - Collaboration and Partnering</li> </ul>
3.c	<ul style="list-style-type: none"> <li>• 2.7.1 - Accountability and Quality Assurance</li> </ul>
4	<ul style="list-style-type: none"> <li>• 2.1.2 - Program Vision</li> <li>• 2.4.1 - Accuracy and Currency of Benefits Case</li> <li>• 2.4.2 - Benefits Tracking</li> <li>• 2.6.2 - Risk Management Approach</li> <li>• 2.6.3 - Risk Governance</li> <li>• 2.8.1 - Solution and Integration Testing</li> <li>• 2.8.2 - UAT</li> </ul>
5	See recommendations

Deloitte has not included an assessment of the technical solution as part of its review in accordance with this being out of scope as outlined in the HRIMS Audit – ICT Short Form Contract dated 16 December 2021.



These eight key program elements have formed the structure for this report's findings and recommendations, along with Blueprint Design & Delivery and Build Quality, which assess the suitability of the requirements gathering, testing and design of the Program solution against initial expectations. Review activities have assessed the Program practices against these areas to determine risks, successes, and opportunities for improvement across the breadth of the Program. To reduced duplication within the report, some of the above elements have been combined.

Examples of key questions designed to review processes and procedures across each of the ten total review areas are below:

- Risk and issue management
  - Is risk and issue management documentation in place that promotes accurate and transparent identification, tracking, prioritisation, and escalation of key blockers?
  - Are risk mitigation strategies sufficiently realistic, owned and regularly monitored?
  - Are appropriate and timely decisions made on risks and issues as part of effective program governance?
- Quality management
  - Does sufficient structure exist within the Program to regularly monitor quality of deliverables (e.g., stage gates)?
  - Are owners held to account for quality of processes and deliverables?
- Governance and reporting
  - Is the right information flowing to the right stakeholders at the right time to enable effective decision-making?
  - Is the governance structure right for a program of this scale and complexity?
  - Are governance forums distinct, well understood and equipped with the appropriate delegations of authority?
- Dependency management
  - How are dependencies tracked and managed across the Program?
  - Are dependencies documented and communicated to inform schedule management?
- Outcomes and benefits management
  - Are the benefits of the Program well-articulated, understood and communicated to all stakeholders?
  - Are benefits tracked and managed throughout the life of the Program?
  - Is the business case still valid?
- Schedule management
  - Is an accurate, endorsed and regularly updated program schedule in place?
  - Is schedule managed in a way that limits program delays?
- Scope management
  - Is the Program scope clear, documented and approved?
  - Are sufficient change request procedures in place to manage scope?
  - Are roles and responsibilities of all stakeholders clear and defined?
- Stakeholder engagement and alignment
  - Are stakeholders effectively engaged and aligned on the Program and its outcomes?
  - Is the Program supported by sufficient change management practices to enable effective solution uptake and stakeholder buy-in?
- Blueprint design and delivery
  - Has the blueprint design gone through iterations to be confident that the design of the future organisation will achieve the benefits?
  - Does the blueprint document align with the benefits to be achieved?
- Build quality
  - Is the solution error and bug free?
  - Is the solution acceptable according to the Directorate users?

### 3.3 Documents Reviewed

#	Document Name	Comments
1	Business Case Program	Received on the 20/12/2021
2	Blueprints	Received on the 23/12/2021. Additional documents were received on the 21/01/2022.
3	Contracts, variation	Received on the 16/12/2021
4	Steer Co and other governance packs	Received on the 20/12/2021
5	Governance Forums Terms of Reference & Reports (PRG, PWG)	Received on the 20/12/2021. Additional missing requested documents were received on the 18/01/2022.
6	Program/Project Management Plan	Received on the 20/12/2021
7	Project Schedule/Roadmap	Received on the 16/12/2021. Additional documents were received on the 25/01/2022.
8	RAID	Received on the 19/12/2021
9	RACI	Included in the PMP
10	Stakeholder Analysis	Received on the 16/12/2021
11	Organisational Structure	Received on the 16/12/2021
12	Change Approach	Included in the PMP
13	Requirement Traceability Matrix	Received on the 23/12/2021
14	Customer journey mapping	Received on the 16/12/2021
15	Risk & Compliance Matrix (RCM)	Have not received
16	Project Risk Assessment	Received on the 16/12/2021
17	Risk Management Plan	Included in the PMP
18	Online Tools access to manage dev and test tickets	Have not received
19	Program Risk Group	Received
20	Previous/parallel reviews - SAP review reports, others	Received on the 16/12/2021. Received additional documents on the 21/01/2022
21	Deliverables Tracker	Received on the 16/12/2021. Additional documents were received on the 21/01/2022
22	Target Operating Model	Have not received
23	BRD for each workstream	Requested but not received.
24	Functional specification design	Received on the 21/01/2022
25	Business process specification	Included in the blueprints, received on the 21/12/2021
26	Change Requests	Received on the 23/12/2021
27	Detailed work activities and the detailed plan for delivery	Received on the 16/12/2021
28	Schedule tracker including prioritisation of the order of delivery	Received on the 16/12/2021
29	Milestone tracker	Received on the 16/12/2021
30	List of risks and issues	Received on the 21/12/2021
31	List of key dependencies	Included in Risk Register
32	UAT Test plan	Test Execution Daily Status report received on 17/01/2022
33	List of key workstream assumptions	Included in Risk Register
34	The process to document, review and approve assumptions within the workstreams.	Received on the 16/12/2021
35	Changes management process and approval	Received on the 23/12/2021
36	Reports of all work streams to Project working Group and Steering Committee	Received on the 16/12/2021
37	Business Implementation Plan	Included in Contract
38	Detailed Technical Design	Included in Blueprints
39	Test approach	Received on the 20/12/2021
40	Technology test plans	Received on the 16/12/2021
41	Business Readiness and Handover Plan	Received on the 16/12/2021
42	Release Plan (where relevant)	Received on the 16/12/2021

#	Document Name	Comments
43	Decision list and approval	Received on the 23/12/2021. Received additional document on the 21/01/2022
44	Technical Solution Architecture (TSA) (where relevant)	
45	Emails sent to Steer Co and Sub Committee for Pre-read before actual meeting	Requested on 19/01/2022. Received on the 21/01/2022
46	Meeting Notes from Sub-committee	Requested on 19/01/2022. Received on the 21/01/2022
47	ToRs – All versions of Steer Co Subcommittee and design council	Requested on 19/01/2022. Received on the 21/01/2022
48	Report from Hackett Group at HRIMS program inception	Requested on 19/01/2022. Received on the 21/01/2022
49	Emails regarding issues associated with schedule	Received on the 25/01/2022
50	Design Principles	Received on the 21/01/2022
51	UAT Testing Script Document from Round 1 and Round 2	Requested but not received
52	Meeting Notes and Requirements documents from requirement workshop conducted by SI	Requested but not received









### 3.7 Deloitte Benefits Management Approach

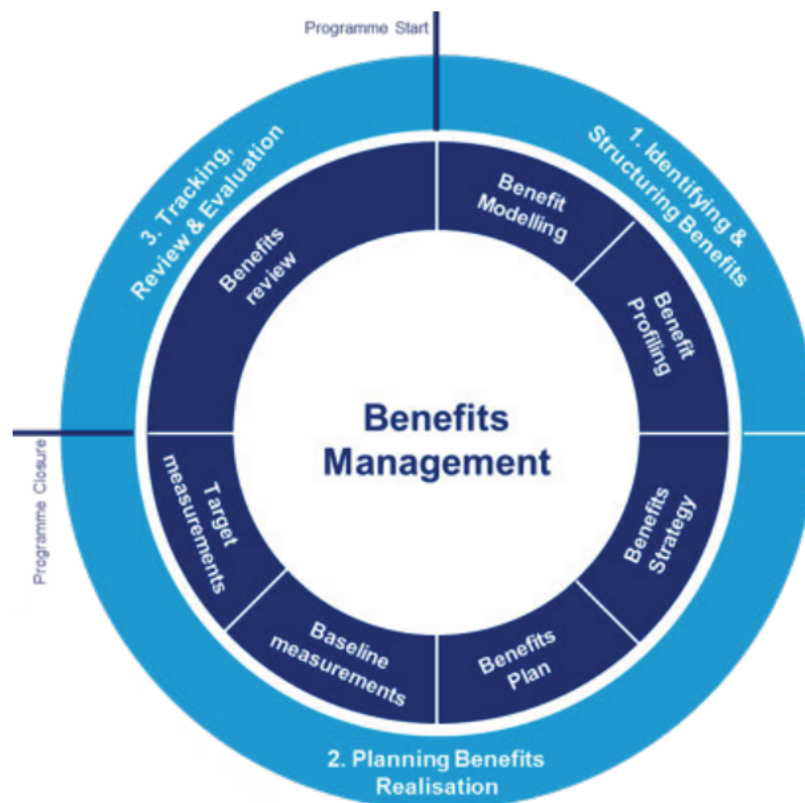


Figure 3. Deloitte Benefits Management Approach

### 3.8 PMO resourcing benchmark



Figure 4. PMO resourcing benchmark for a program of similar scale and focus (example only – detailed benchmarking has not been conducted as part of this review)



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